



## Matrix: Linking Workforce Planning to Strategic Planning

HR-Specific Strategic Plan Steps <sup>1</sup>		Associated Workforce Planning Step		Performance Measures
<b>Mission</b>	To promote the safety, well being & self sufficiency of children, adults and families	<a href="#">Strategy Assessment</a>	<ul style="list-style-type: none"> <li>Review strategic plans</li> <li>Determine workforce implications related to strategic and operational plans</li> </ul>	<ul style="list-style-type: none"> <li>Workforce plan is integrated into strategic plan</li> <li>Workforce Planning policy statement incorporates agency's vision and values statements</li> </ul>
<b>Value statements</b>	<ul style="list-style-type: none"> <li>We value our employees</li> <li>We are inclusive in our decision making</li> <li>We ensure staff are trained and supported to do their jobs</li> </ul>			
<b>Environ. Scanning</b>	SWOT analysis of the agency/organization	<a href="#">Data Collection – Environ. Scan &amp; SWOT Analysis</a>	<ul style="list-style-type: none"> <li>SWOT analysis of the workforce</li> <li>Supply and Demand Analysis</li> </ul>	SWOT Analysis and Supply and Demand Analysis completed in first 3 months
<b>Strategy Formulation</b>	Qualified employees are a good investment to prevent the costs of turnover, retraining and low morale	<a href="#">Data Analysis – Gap Analysis</a>	Identify talent needs	Gap Analysis recommendations to Steering Committee within 6 months of start of planning project
<b>Strategy Formulation</b>	Attracting, developing and retaining qualified employees	<a href="#">Implementation – Gap-Closing Strategies</a>	Competency Model	Competency model implemented in recruitment process for targeted positions
<b>Evaluation</b>	Accountability and outcomes	<a href="#">Review and Assessment – Evaluation</a>	Monitor and review workforce plan	Quarterly reports are supplied to Steering committee, lessons learned completed at end of one year cycle and report to Steering committee and recommendations for ongoing workforce planning for next year.

<sup>1</sup> Arizona Department of Economic Security. 2006. [Five Year Strategic Plan SFY 2007-2011](#).